

Yale
NewHaven
Health
Greenwich
Hospital

2016-2017
Nursing
Annual Report

Exceptional Nurses, Exceptional Care



Message from Anna Cerra

Senior Vice President Patient Care Services/CNO



“Greenwich Hospital is proud to have received the prestigious national Magnet Nursing designation, the highest honor of nursing excellence that any hospital can achieve.”

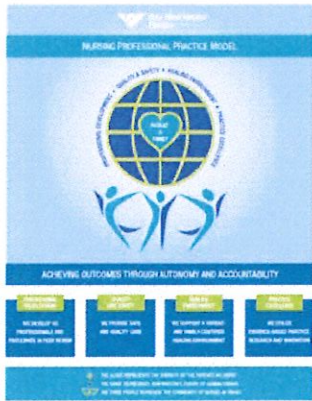
As CNO, it is a privilege to serve such talented professional nurses. Over the past two years, our nurses have excelled in their professional practice by engaging in evidence-based research and quality improvement projects that have resulted in cost-savings and a safer environment for our patients and employees. Participation and development of our Nursing Shared Governance Councils continues to grow as we partner with nurses across the health system. By engaging in shared decision-making, the professional nurses at Greenwich Hospital have created accountability for their nursing practice.

Greenwich Hospital supports the *Institute of Medicine Future of Nursing* goal to increase the number of BSN nurses to 80% by the year 2020 and continues to offer tuition reimbursement and clinical partnerships. Our nursing leaders support and motivate nurses to attend nursing conferences and continue their education. As a result, many nurses have taken opportunities to advance their education and develop professionally through degrees and certifications.

On July 20, 2016 Greenwich Hospital received the prestigious Magnet designation, the highest honor of nursing excellence that any hospital can achieve. This was a time to celebrate our professional accomplishments and ability to provide exceptional care. Through Magnet designation, our compassion and dedication to our nursing practice is acknowledged, further recognizing Greenwich Hospital as the region's provider of choice.

Our nurses continue to collaborate with multi-disciplinary teams to improve patient outcomes and to provide care designed to meet the needs of our community. As our nurses prepare to lead the charge to advance health, I am excited to see where the year ahead will take us. Your commitment and continued participation speaks to the essence of our culture at Greenwich Hospital, one of service excellence.

2016 & 2017 Year in Review



Greenwich Hospital nurses were instrumental in providing high quality and safe patient care to thousands of Connecticut and New York residents.

Our Mission

The Department of Nursing at Greenwich Hospital exists to provide safe, comprehensive, quality patient and family-centered care. Greenwich Hospital nurses are committed to being responsive to dynamic influences that affect the provision of healthcare by developing services that are recognized for quality outcomes, collaboration, competence, caring and cost effectiveness.

Our Vision

To be recognized for our excellence in nursing practice for Greenwich Hospital and throughout Yale New Haven Health System.

The Road to Magnet Designation

Greenwich Hospital continued its journey to earn Magnet designation from the American Nurses Credentialing Center, with the goal of developing a culture of evidence-based nursing practice.

The Magnet Document

On February 1, 2016 Greenwich Hospital proudly submitted their Magnet document to the ANCC Magnet Office. This document was written by a wonderful team of our staff and reflects the stories and supporting data that endorses Greenwich Hospital as a nursing community of excellence, "Exceptional Nurses, Exceptional Care."

The Magnet Document can be found on our hospital's intranet. Magnet Moments is a synopsis of the stories in the Magnet Document. The stories are indexed by each Magnet component:

- TL** Transformational Leadership
- SE** Structural Empowerment
- EP** Exemplary Professional Practice
- NK** New Knowledge, Innovations and Improvements

Highlights from Magnet Moments on page 10.

Educating Nurses About Magnet

The Professional Development Council organized a fun Magnet education activity during the month of January 2016 with Magnet Jeopardy to engage staff in learning about Magnet.



2016 & 2017 Year in Review

Magnet Site Visit

In preparation for our Magnet visit, Clinical Nurses were chosen to be Magnet Ambassadors whose purpose was to excite and educate our nurses about Magnet. In June 2016, these nurses lead the tour for the Magnet Appraisers who spent three days at Greenwich Hospital.



Greenwich Hospital Receives Magnet Recognition

On July 20, 2016, Greenwich Hospital received the prestigious Magnet designation, the highest honor of nursing excellence that any hospital can achieve. Greenwich is among only seven percent of the more than 5,600 hospitals nationwide – and one of only six in Connecticut – to achieve the honor.



At the announcement, ANCC commended Greenwich for its organizational support of clinical nurse involvement in community outreach and its innovative, interdisciplinary fall prevention program. ANCC was so impressed with nursing involvement in the hospital's strategic commitment to patient safety and quality that it plans to use Greenwich as a model of best practice.

ANCC 2016 National Magnet Conference

Twelve nurses joined Sue Brown, CNO and Priscilla Sterne, Director of Magnet/Nursing Programs in Orlando, FL for the national Magnet conference from October 4-7. At the conference, attended by 10,000 nurses from around the world, the nurses participated in learning best nursing practices and innovations in patient care, as well as being celebrated as an initial Magnet designated hospital.

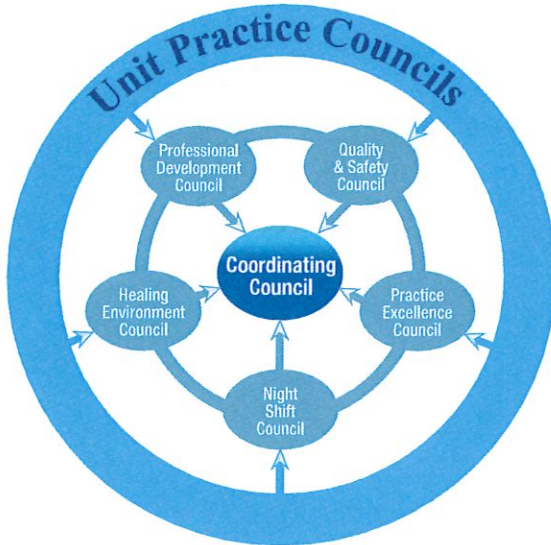


ANCC 2017 National Magnet Conference

In October 2017, the National Magnet Conference was held in Houston, Texas. Greenwich Hospital was honored to have Priscilla Sterne, DNP, RNC and Judy Badia, MSN, RNC present "Enhancing Fall Prevention Using Evidence Based Practice." Their work is the culmination of an evidence-based practice project by the Fall Safety Committee, a multi-disciplinary team of clinical nurses, nursing leadership, educators, performance specialists, physical therapists, pharmacists and physicians who found that certain sleep medications lead to an increased risk of falling in the elderly. The solution was to use alternatives to promote a restful sleep: appropriate room temperature and lighting, proper clothing to regulate body temperature, medications with less side-effects and bedtime routine.

2016 & 2017 Year in Review

Shared Governance



As part of the Magnet journey, Greenwich Hospital continues to participate in Nursing Shared Governance which empowers nurses to engage in an active role of their practice.

Professional Development

The Professional Development Council promotes a culture of lifelong learning to facilitate professional growth and ongoing competency for optimal patient outcomes

Council Chair and Chair Elect:

Jeri Madsen, RN and Marie Trovato, BSN, RN

Advisors: Priscilla Sterne, DNP, RNC, Director of Nursing/Magnet Program and Anne Swallow, DNP, RN, Director of Education

Initiatives: Nurses Week Celebration, National Nurse Certification Day, and Peer Review.

Accountabilities: Career Ladder, On-going Education, & Nurse Staffing Committee

Practice Excellence

The Practice Excellence Council reviews, revises, develops and communicates standards of practice for professional nursing.

Council Chair: Carol Ann Doherty, BSN, RN and Kat Ogden, MSN, RN

Advisors: Anne Marie McGrory, MSN, RN Director of Critical Care & Erika Setzer, BSN, RNC Manager ED

Initiatives: Master Log, Product Standardization, Product Changes; SCD and ostomy supplies.

Accountabilities: Nursing Research Committee and Practice Standards Committee.

Quality and Safety

The Quality and Safety Council oversees, directs and operationalizes select quality and patient safety initiatives consistent with established regulatory standards.

Council Chair and Chair Elect: Marissa Colicci, BSN, RN and Helen Bruggar, BSN, RN

Advisors: Sue Migliardi, DNP, RN Director of Performance Management, Peggy Lennon, MSN, RNC, Director of Surgical Services, and Kristina Capretti, MSN, RNC, Director of Oncology.

Initiatives: Safe Medication Administration, Complete Documentation of Blood Products, and Diabetic Meal Tray Project.

Accountabilities: Performance Improvement, Nurse Sensitive Indicators, DPH and TJC, and the Fall Safety Committee.

Healing Environment

The Healing Environment Council creates, implements and evaluates strategies to enhance the healing environment and promote a positive patient and family experience.

Council Chair and Chair Elect: Terry Nicoladse, MSN, RN and Noeme Gaynor, BSN, RN

Advisor: Barbara Leafe, MSN, RN Program Director of Medicine, GI

Initiatives: Nursing Research Study: Quiet Time

Accountabilities: Cultural Diversity, Optimal Environment, Respectful Workplace, and Patient/Family Experience.

The Night Shift Council

The Night Shift Council recognizes and establishes best practice for nurses working the night shift and innovations in care they provide to their patients.

Council Chair and Chair Elect: Gina Trovato, BSN, RN and Vicky Costabile, BSN, RN

Advisor: Margaret Smith, BSN, RN

Initiatives: Nursing Research Study: "Self-care of the Night Shift Nurse" and enhanced communication on the night shift.

APRN Council

The APRN Council recognizes and establishes best practice and innovations in care they provide to their patients.

Accountabilities: Scope of practice and role, enhance communication and collaboration among APRNs and nursing, and pursue and provide educational opportunities.

Chair: Lisa Henderson, MSN, RN

Advisor: Brenda Misuraca, MSN, RN

2016 & 2017 Year in Review

The Coordinating Council

The Coordinating Council oversees and integrates the functions of the Shared Governance councils. The key accountabilities are to assist in the development of annual strategic goals, monitor progress and remove barriers in an effort to support completion; ensure the work performed at the system council level is in alignment with the Greenwich Hospital Strategic Plan; lead annual review of Shared Governance bylaws and approve revisions; fosters inter-council collaboration and ensure that Shared Governance Chairs are supported.

Members: Chairs of Shared Governance Councils and Nursing Leadership

Accountabilities: Nursing Shared Governance Councils

Nursing Recognition at Greenwich Hospital

Helen Meehan Award

The Helen Meehan Award is given each year to a nurse who demonstrates excellence in nursing practice, teaching and leadership.



2016 Helen Meehan

Award: Patricia Szechtman, RN, Hospice – a Greenwich Hospital nurse for more than 40 years – was honored with the Helen Meehan Award for Excellence in Nursing as part of the hospital's annual Ceremony to mark

national Nurses Week. Szechtman's colleagues noted that she is well known as a "hospice angel" and a "model of hard work and dedication" who has taken exceptional care of patients for decades.



2017 Helen Meehan

Award: Marie Trovato, BSN, RNC, MSICU was honored with the Helen Meehan Award for Excellence in Nursing in May 2017, to mark national Nurses Week. In addition to caring for our sickest patients, Trovato was commended

for being a mentor to new nurses and an educator known for encouraging nurses to continue to grow in their profession.

Daisy Award

The Daisy Award recognizes extraordinary nurses who make a difference with the super-human work they do for patients and families every day. The following nurses were honored with the Daisy Award:



May 2017: Jackie Licare, RN, Labor & Delivery was the first recipient of the Daisy Award at Greenwich Hospital. She was nominated for the award by Maria Rivas, who credits Jackie for helping her overcome a medical crisis during her pregnancy

to give birth to a healthy baby girl, Daniela.



September 2017: Kate Grabiec, RN has been an oncology nurse for 17 years and was nominated by John Bartels, who says that Kate has kept my spirit up by her enthusiasm and medical excellence. Every month, she cares for me and many other patients with unflin-

g caring, advice, treatment and support. She keeps the office humming with her energy and humor.

Clinical Resource Nurse Advancement

CRNs are role models for exemplary professional practice, they act as a resource for other staff members on their unit and their nurse manager, and mentor and coach their colleagues.

Winter 2016: Marisa Colicci, BSN, RN (Surgery), Caitriona Perna, MSN, RNC, (GI), Christine Rae, BSN (MSICU), RNC, Suzanne Sherwyn, BSN, RNC (Intermediate Care), Janelle Einstein, BSN, RN, (Surgery), Sarah Delinski BSN, RN (Surgery) and Marie Dalton, BSN, RNC (ED).

Spring 2016: Maggie Debona, BSN, RN (Maternity), Amanda Jagodzinski, BSN, RN, & Rachel Jenner, MSN, RNC (ED).

Fall 2016: Alison Kemerer, RNC (Medicine).

Winter 2017: Helen Brugger, BSN, RN (Long Ridge Road Infusion Center).

Spring 2017: Jessica Elie, BSN, RN (Maternity), Sharon Gordon, RNC (NICU), Cathleen Scanlon, BSN, RN (Maternity)

Fall 2017: Gina Trovato, BSN, RN (Intermediate Care), Kat Ogden, MSN, RN (Surgery), Delphine Carson, RNC (NICU), Anna Lynn Aquino, BSN, RNC & Priscilla Colet, BSN, RNC (Post Anesthesia Care Unit).

2016 & 2017 Year in Review

2016-17 National Nurse Certification Day

On March 19 Greenwich Hospital nurses board-certified in their specialties were celebrated on National Nurse Certification Day for ensuring best nursing practice, professional advancement and improved patient outcomes. The Certification Tree, located outside the cafeteria, was the creative work of OR nurses Rhona Virtudes, Jayne Nakashian and Rey Delacruz, and the Professional Development Council.



Nursing Degrees for 2016-2017

Emergency Department

Wanessa Makowski MSN, CNL
Rosemary Jacob, BSN

Surgery

Katherine Ogden, MSN

Intermediate Care

Katrina Haravata, BSN
Sally O'Brien, BSN

Labor & Delivery

Lisa Luehman, APRN
Jacqueline Trenck, BSN

Long Ridge Road Infusion

Helen Brugger, BSN

Maternity

Kate Sadighi, MSN, CNS, NE

MSICU

Vicki Yesko, BSN

NICU

Mercy Padavil, BSN

Nursing Certifications for 2016-2017

Emergency Room Department

Maria Salas, CEN
Nicole Padron, CEN
Carly Giacomo, CEN

Intermediate Care

Kat Iwanowicz, PCCN
Suzanne Sherwyn, CCRN
Kate Orban, PCCN
Yolanda Jahan, PCCN

Labor and Delivery

Theresa Nicoladse
Certified Inpatient Obstetrics Nurse

Medicine

Alison Kemerer
Geriatric Nursing
Daniela Coppa
Medical Surgical Nursing
Catrina Lozinski
Medical Surgical Nursing
Richelle Victorio
Medical Surgical Nursing

Cora Angeles

Medical Surgical Nursing

Mariakutty Moonjinattu

Medical Surgical Nursing

Rachel Thomson

Medical Surgical Nursing

Barbara Leafe

Nurse Executive Adv. Certification

Medical Oncology

Suma Gupta

OCN Certification

Oksana Quirk

OCN Certification

Joan Elder

OCN Certification

Sana Quirk

OCN Certification

Siobhan Cavagnaro

CRNI Certification

PACU

Mark Anthony Abille

CPA & CPAN Certifications

Anna Lynn Aquino

CPA & CPAN Certifications

Surgery

Vicky Costabile

Orthopedic Certification

Peggy Lennon

Nurse Executive Certification

Antoinette Kudrenecky

Orthopedic Certification

Mary Kay Rotante

Med Surg Certification

2016 & 2017 Year in Review

Nursing Research at Greenwich Hospital

2016 8th Annual YNHHS Janet Parkosewich Nursing Research & Evidence-based Practice Conference



Joanne DeSanto Iennaco, PhD, PMHNP-BC, APRN was the keynote speaker at the conference. Her keynote address was, *Understanding Aggression: Keys to Successful De-escalation*. She joined the nurses at Greenwich hospital to lead Visiting Professor Rounds prior to

the conference, where she addressed Healthcare Worker Aggression Exposure. Dr. Iennaco, an associate professor and specialty coordinator in the psychiatric-mental health specialty at Yale School of Nursing, holds a PhD in chronic disease epidemiology from Yale University's School of Public Health.

She is dually certified as a family psychiatric-mental health nurse practitioner and an adult psychiatric-mental health clinical nurse specialist. Her research program focuses on the measurement and effects of aggression exposures at work.

Her recent study, the *Aggression Exposure Study*, involves measuring and understanding the effects of aggression exposure on workers in the inpatient psychiatric setting.

2017 9th Annual YNHHS Janet Parkosewich Nursing Research & Evidenced-Based Practice Conference

Mark Lazenby, PhD, APRN, Yale School of Nursing was the keynote speaker at the conference. Earlier in the week, Lazenby conducted nursing grand rounds "How to Talk to the Dying Patient" at Greenwich Hospital. He also led a panel discussion of case scenarios with palliative resource nurses and staff. Approximately 100 clinical nurses and staff attended both events.



2017 Marge Funk Nursing Research Award was presented to Anne Swallow, DNP, RN, Director of Education. Swallow received the 2017 Marge Funk Nursing Research Award at the ninth annual YNHHS Janet Parkosewich Nursing Research Conference.

Greenwich Hospital presented three posters at the conference:

Reduction in Peripheral Intravenous (PIV) Device Removal by Patients – by Helen Brugger, BSN, RN

An Intervention to Improve Nurse's Knowledge, Attitudes and Perceptions in the Care of Geriatric Patients – by Alison Kemerer, RNC

Nurse's Beliefs About and Implementation of Evidence-Based Practice – by Anne Swallow, DNP, RN and Priscilla Sterne, DNP, RNC

Caring from the Heart



"The Theory of Human Caring" guides our nursing practice of patient and family-centered care at Yale New Haven Health," said Priscilla Sterne, DNP, RNC, Director of Nursing Programs/Magnet. In April, 2016 the nurses at Greenwich Hospital were pleased to welcome Jean Watson, PhD,

RN, AHN-BC, FAAN, Theory of Human Caring nurse theorist, who presented "Caring from the Heart" at Greenwich Hospital. Clinical nurses and academic programs throughout the world use her published works on the philosophy and theory of human caring and the art and science of caring in nursing.

Nursing Grand Rounds: Advancing Evidence Based Practice (EBP): Key Tactics for Success



Greenwich Hospital and Fairfield University hosted Nursing Grand Rounds with Bernadette Melnyk, PhD, RN, who spoke about "Advancing Evidence Based Practice: Key Tactics for Success" to nurses from throughout

Yale New Haven Health. Melnyk is Dean, Vice-President of Health Promotion and Chief Wellness Officer for the College of Nursing at Ohio State University. Melnyk is pictured with Meredith Kazer, Dean of the Fairfield University Egan School of Nursing and Health Sciences and Priscilla Sterne, Director of Magnet at Greenwich Hospital. The event also included a poster session featuring research projects conducted by Greenwich Hospital nurses.

2016 & 2017

Year in Review

Education

The Education department, led by Director Anne Swallow, DNP, RN, with education specialists: Barbara Flanagan, MSN, CNL, RN, Lynn Giacalone, BSN, RN, Loretta Jacobs, MSN, RNC and Denise Scherer, DNP, RNC were instrumental in providing education for nursing. The Education department partners with nursing to promote learning and assure competency skills through many programs beginning with the on-line Learning Needs Assessment, an electronic survey that allows nurses to evaluate their learning needs.

Highlights of the varied education classes and initiatives offered were:

Preceptor Class where 55 nurses became preceptors to orient, mentor and coach new nurses; Nurse Residency Program launched in 2016 where 56 nurses in 6 cohorts have graduated from the program; Innovative customized orientation program was developed and expanded to include more content and prepare new hires for success; CAUTI (catheter associated urinary tract infection) Bundle was created to decrease UTI's (urinary tract infections) and a system products committee decreased SKU's for cost-savings; EPIC upgrade of the EMR (electronic medical record); Crisis Prevention training (CPI) to educate nurses on safety when caring for patients; Unit Based education was tailored to meet specific needs of individual units; Nursing certification review classes were offered; Peer Review and Master Log education was on-going; Family Presence during CPR course was offered; Annual RN Competency Day was recognized for providing consistency and robust programs, as well as interdisciplinary high risk simulations involving nurses and nurse practitioners; EBP (evidence-based practice) Mentor Class was taught at the Yale School of Nursing and a Student Nurse Internship Program was successful. Educators are involved in fall prevention at the delivery and system level to search for ways to keep patients safe and prevent falls. Nursing school clinical site affiliations increased and clinical rotations for nurses at Greenwich hospital were available to complete their BSN and MSN degrees.

Performance Management

The Performance Management department, led by Director Sue Migliardi, DNP, RN, with performance management specialists: Lorraine Blight, Sheryl Feldheim, Jacquie Hyland, MSN, RNC and Jessie Riemer, MSN, RNC supports nursing in promoting quality, regulatory requirements and safety initiatives.

The Performance Management department partners with and supports nursing at Greenwich Hospital. The performance improvement initiatives were infection prevention, patient safety, employee health & safety and transitions in care.

The YNHHS delivery systems and the Greenwich Hospital Quality Council, priority focus areas and opportunities for improvement included:

1. Improving transitions of care by focusing on readmissions, post-acute care strategies and nurse and physician handoffs
2. Preventing hospital acquired conditions by monitoring perioperative deep vein thrombosis/pulmonary embolus and hospital acquired infections
3. Implementing patient safety initiatives that focused on safety training, safety coach engagement, rounding to influence, a structure for shared learning and serious safety event review
4. Focusing on the appropriate way to disclose untoward events by using the CLEAR Program
5. Improving and standardizing patient care across the YNHHS by participating in the clinical redesign projects of enhanced recovery after surgery (ERAS) and medicine length of stay.

The Joint Commission surveyed our facility in May 2017. Our survey was successful and after submitting action plans for identified gaps, Greenwich Hospital attained the status of No CMS conditional level citations. Greenwich Hospital received full accreditation for the Hospital and Hospice on August 18th, with the three year cycle beginning on May 2017.

The Department of Health surveyed our facility in September / October 2017. The survey was successful and Greenwich Hospital received renewal of the State license for the next two years.

2016 & 2017

Magnet Moments



Medicine

Innovative Program using Technology Reduces Fall Events and Keeps Patients Safe

The Medicine unit implemented video surveillance and monitoring for fall prevention. Patients at high risk for falls are placed on video monitoring surveillance. Video monitoring is the use of a video camera placed in a designated area to observe a patient's activity related to risk for fall. One staff member is assigned to perform rounding on the patients. The video monitor technician views the monitor screen which provides continuous 24/7 live monitoring. The monitor technician uses the video console audio feature to communicate with a patient and activates a fall alert alarm when a patient displays an unsafe behavior, so that the rounder and/or nurse can respond immediately to the patient. This innovative program has been shared with over 30 healthcare organizations.

Normadene Devane, BSN, RN and Radka Halatchev, RN, both clinical nurses on the Medicine Unit and members of the Organizational Fall Committee further contributed to fall prevention on the Medicine unit. After analyzing fall prevention strategies on their unit, they concluded that there was a lack of knowledge regarding bed alarm activation and use. Normadene and Radka implemented an education plan to educate staff on the proper sequential steps to enable, suspend and deactivate the bed alarms. After education, the Medicine unit fall rate decreased. By initiating the Fall Risk Monitor program in conjunction with other fall prevention initiatives, inpatient falls were reduced in 2016-2017.

Medical Oncology

Clinical Nurses Using the C.A.R.E.S. Tool to Provide Evidence-based, Autonomous Care for the Dying Patient

Clinical nurses on the inpatient Medical Oncology unit identified challenges in symptom management for the dying patient. The nurses identified a need for evidence-based resources to guide their clinical decision-making when caring for these patients. After shadowing and receiving education on the dying patient from Donna Coletti, MD, Greenwich Hospital Palliative Care Program Director and Margaret Hansley, APRN, Palliative Care Nurse Practitioner, the following nurses became Palliative Resource Nurses for their colleagues: Elizabeth Barbarita, RN, Carol Collins, BSN, RN, Daniela Coppa, RN, Jenelle Grindle, RN, Alison Kemerer, RN, Konul Mammadova, RN, Nadia Osipova, RN, and Kilis Portes, RN, BSN.

The Palliative Resource Nurses implemented the C.A.R.E.S. Tool to address the needs of the dying patient and developed a nurse competency using this tool that was completed by all Medical Oncology nursing staff.

2016 & 2017

Magnet Moments



Mother/Baby

Early Breastfeeding Support Education Program for Women and Children's Department Clinical Nurses

The Joint Commission added performance measurements to increase the rate of exclusive breastfeeding. Loretta Jacobs, MSN, RNC, Education Specialist; Debbie Romaniello, RN, BSN, IBCLC, Clinical Nurse; Michele Romano, MS, RN, IBCLC, Clinical Nurse; and Patricia Basciano, BSN, RNC, Nurse Manager, Mother/Baby developed the education. Nurses in the Mother/Baby, Labor and Delivery, NICU and Pediatrics units received education to ensure that breastfeeding mothers are provided consistent information from admission through discharge. The competency program included: discussion of optimal positioning of the mother and infant during breastfeeding, assessment of signs to assure a productive latch, demonstration of basic technique of breast massage and hand expression and development of a plan to promote and support breastfeeding goals (frequency of feedings, use of breast pump and support equipment). As a result of the education program, there was an increase in Press Ganey patient satisfaction scores for Information/assistance regarding breastfeeding.



MSICU

Cutting Edge Technology in the MSICU Enhances Patient Care

Greenwich Hospital's Medical Surgical Intensive Care Unit (MSICU) provides services and care for critical medical and surgical patients. To provide a systemic approach to consistently meet evidence-based best practices, MSICU measurement and performance management systems, a Tele-Intensive Care Service team was created which consists of specialty trained nurses and doctors who remotely support the medical and nursing team in the ICU setting. Their advanced monitoring technology provides extra support in the ICU for the overnight hours of 7 p.m.–7 a.m. This advanced technology and close monitoring system can detect even a small change in the patient condition and notify ICU staff immediately. Using remote technology, the team can also connect with the patient and family using a two-way audiovisual system.

Anna Cerra, DNP, RN, Executive Director Surgical Services and Critical Care, and Anne Marie Mcgrory, MS, RN, Nurse Manager, MSICU and Intermediate Care were responsible for oversight of the full implementation of the Tele-Intensivist (E-ICU) system. Mcgrory worked with an interdisciplinary team to ensure the completion of the project. Milestones included the installation of equipment, navigating bedside technology, developing workflow and determining communication between nursing and physicians. Rooms were outfitted with technology and equipment, including bedside touch screens, patient camera and microphones for the Tele-Intensive Care Service project. Information technology and equipment tests were performed, and signage and patient information were created. The primary use of this advanced innovative technology is to optimize patient care, monitoring and communication. Tele-Intensive Care Service supports the bedside clinical nurses through a multidisciplinary, collaborative approach and coordination of care.

2016 & 2017 Magnet Moments



Intermediate Care

Nurses Improving Patient Safety through Proper Patient Identification

Clinical Nurses identified a need to improve patient safety during medication administration by increasing nurses' awareness of using two patient identifiers to ensure patient safety. The improvement was measured by patient responses to the Press Ganey.

A team of Intermediate Care nurses met to develop an education plan that included: discussion at unit-based huddles of the importance of appropriate patient identification, review at unit staff meeting of the use of two patient identifiers, name and date of birth and the Connecticut Hospital Association's patient safety video, "Your Safety Comes First in Connecticut Hospitals," into unit-based education sessions. The clinical nurses developed scripting to use when engaging patients and families in patient identification. Nurses were instructed to inform patients that, "For your safety, we always verify your name and date of birth before administering any medications."

This education process led to an improvement in patient safety during medication administration. After initiating the interventions, the scores for this survey question increased.



Ambulatory Surgery Unit

Improvement in Patient Satisfaction for Surgery Patients and Families Using FamilyTouch® Technology

Ambulatory Surgery Unit (ASU) clinical nurses identified an opportunity to improve information provided to family and significant others during a surgical procedure. The clinical nurses identified an opportunity to improve communication from the time the patient leaves ASU, until they return to ASU or are transferred to an inpatient unit.

A multidisciplinary team consisting of ASU, OR and Post Anesthesia Care Unit (PACU) clinical nurses, along with members from Registration, Information Technology, and Patient and Guest Services, was established to address this issue. The team members included: Denise Scherer, DNP, MSHCA, RN, CNOR, Reynaldo Delacruz, BSN, RN, CNOR, Mark Anthony Abille, BSN, RN, Leona Estling, RN, Heather Robbins, RN, Marie Pham, BSN, RN, CNOR, Helene Kimmons, BSN, RN, CAPA, Christine Beechner, BSN, RN, Camille Drago, RN, CPAN, Debi D'Alba, Natalia Blanco, and John Mercorelli. FamilyTouch®, a free service offered to families, is a HIPAA-compliant system that uses text messaging on a cell phone or smartphone to provide frequent status updates to family members and friends, during a patient's operative procedure. The team developed customized messages to be sent to patients' family members and created the work flow and consent for the service.

Success of the service was measured by a question on the Press Ganey survey regarding satisfaction with communication.

The use of FamilyTouch showed increased patient satisfaction. This new technology also increased staff satisfaction by decreasing interruptions from family inquiries. More effective communication decreases anxiety, leading to greater satisfaction, improved quality of care and greater patient safety.

2016 & 2017 Magnet Moments



Surgery

Post op Water Intake Improvement Project after Bariatric Surgery

Dehydration is one of the most common reasons for readmission after bariatric surgery. At Greenwich Hospital, the processes for postoperative oral fluid intake by patients were diverse and made it difficult to track total oral fluid intake for each patient. The project goal was to streamline the process and improve fluid intake. All fluids were numbered in 8-ounce water bottles and 1 oz-measuring cups at meals, to reduce variables. Providers of fluid & meals were restricted to clinical nurses. Data was collected on fluid intake and documentation. Nurses, nursing assistants and food service staff were educated and patients were provided with a clear message regarding fluid goals. Baseline average intake was 381.5 ml in 24 hours and after implementation it increased to 1109.5 ml. This new program improved collection of information and coupled with education improved patient compliance for water intake after bariatric surgery. Further areas of study include increasing patient fluid intake during admission and earlier removal of IV fluids.



Emergency Department

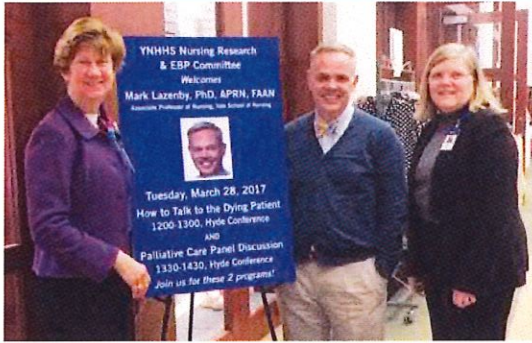
Improving Door to CT Times for ED Stroke Patients by Utilizing an EMS Pre-Notification Tool

The American Heart Association/American Stroke Association's Target Stroke initiative, recommends an expedited process for the transport of stroke patients by EMS directly to CT (cat scan). The ultimate goal is to achieve a Door to Needle (thrombolytic therapy) Time of less than 60 minutes. The objective of this project was to optimize our pre-notification process and decrease the Door to CT time for stroke patients arriving by EMS, to the Emergency Department, as part of an initiative to decrease Door to Needle Time. The Emergency Department (ED) team, Dianne Moore, RN, Kelly Mayo, RN, Amanda Jagodzinski, BSN, RN and Erika Setzer, BSN, RN, nurse manager, in collaboration with local EMS agencies, redesigned and implemented the EMS Stroke Screen, a pre-notification tool that is used to communicate potential stroke cases enroute to the ED. The paramedic now speaks directly to the ED physician on duty, conveying the information captured by the tool, and a pre-hospital stroke code is initiated. By consistently using this tool and method of pre-notification, patients are received immediately upon arrival, quickly assessed by the ED physician, and expedited to the CT scanner.

The post-implementation period revealed a more efficient process of Stroke Codes prior to ED arrival and Door to CT Initiated. This translates to a 300% decrease in median time for Door to Stroke Code and a 50% reduction in median time for Door to CT Initiated.

Expediting the care of potential stroke patients arriving to the ED and rapid transport to imaging are critical steps in providing stroke care, when minutes matter.

2016 & 2017 Year in Review



Looking Ahead

The nursing accomplishments of the past two years strengthen ongoing efforts to make Greenwich Hospital, a destination hospital, for area residents, as well as nursing professionals who share a passion for service excellence, safety and patient satisfaction.

Work towards strengthening and demonstrating nursing excellence will continue in 2018, ever mindful of the Magnet motto “Exceptional Nurses, Exceptional Care.”



Greenwich Hospital A History of Excellence

Greenwich Hospital is a 206-bed (including 32 bassinets) community hospital serving lower Fairfield County, Connecticut and Westchester County, New York. As part of the Yale New Haven Health System, Greenwich Hospital is a major academic affiliate of Yale School of Medicine.

Since opening in 1903, Greenwich Hospital has evolved into a progressive medical center and teaching institution representing all medical specialties and offering a wide range of medical, surgical, diagnostic and wellness programs.

Greenwich Hospital is recognized throughout the healthcare industry as a leader in clinical outcomes, service excellence and patient satisfaction. The hospital received the prestigious Summit Award from Press Ganey Associates for five years in a row for maintaining a patient satisfaction ranking in the 95th percentile or higher for three consecutive years.

The state-of-the-art main campus at 5 Perryridge Road includes the Harry and Leona Helmsley Medical Building and the Thomas and Olive C. Watson Pavilion. Across the street, at 77 Lafayette Place, is the Sherman and Gloria H. Cohen Pavilion, which houses the Smilow Cancer Hospital campus that is home to the Bendheim Cancer Center and the Breast Center.

The Greenwich Fertility Center, Helmsley Ambulatory Surgery Center, and the Weight Loss and Diabetes Center are located at 55 Holly Hill Lane in Greenwich. The Endoscopy Center is housed at 500 West Putnam Avenue in Greenwich. The hospital has a facility for diagnostic imaging and physical therapy at 2015 West Main Street in Stamford, Connecticut, as well as multiple satellite blood draw stations throughout the area.

In addition to Greenwich Hospital, the Yale New Haven Health System includes Bridgeport Hospital, Yale New Haven Hospital, Northeast Medical Group, L&M Hospital and Westerly Hospital.

Yale
NewHaven
Health
Greenwich
Hospital



Nursing Department
5 Perryridge Road
Greenwich, CT 06830

greenwichhospital.org



NURSING HIGHLIGHTS 2018

**To: Greenwich Hospital Nursing
From Anna Cerra, SVP Patient Care Services/CNO**

I am very proud of every one of you and the excellent patient and family centered-care that you provide to our patients and families every day. Please enjoy reading the Nursing Highlights from 2018. The 2018-2019 Nursing Annual Report will be out later this year.

January 2018

YNHHS further integrates nursing to create signature of care

The vision is to form a health system-based, integrated office of the chief nursing executive (CNE) by standardizing YNHHS' approach to collaborative clinical care. A nationwide search for the health system's first CNE is under way. This phase of the nursing integration effort focuses on how our health system distinguishes itself by its signature of care," said Richard D'Aquila, YNHHS president. A signature of care helps to ensure that patients who come to any of our hospitals or any of our ambulatory sites receive the same level of safe, high-quality care to help them achieve optimal outcomes.

Clinical Resource Nurse Advancement January 2018

CRNs are role models for exemplary professional practice, they act as a resource for other staff members on their unit and their nurse manager, and mentor and coach their colleagues.

Daniele Piacente, BSN, RNC-Medical Oncology
Amy Heidenreich, BSN, RN-MSICU
Sally O'Brien-BSN. RN-Intermediate Care

February 2018

Perioperative Nurse Residency Program Graduates First Cohort

Greenwich Hospital graduated the first cohort of its Perioperative Nurse Residency Program, an in-house initiative created to address a national shortage of operating room nurses." The 12-month program provides education and clinical skills to help nurses launch a successful career in the perioperative arena," said Rey De La Cruz, RN,

CNOR, the program's instructor. The cohort included five nurses with one to two years of experience. The training includes classroom lectures, laboratory and skills validation, and clinical rotation with a preceptor of all surgical specialties – general surgery, gynecology, urology, orthopedics, and ear, nose and throat.

March 2018

National Nurse Certification Day March 19th

Greenwich Hospital nurses who board certified in their specialties are celebrated for ensuring best nursing practice, professional advancement and improved patient outcomes.

Nursing Certifications 2018

Case Management

Virginia DiSapio - CCM

Emergency Department

Jennifer Burns – Certified in Bariatric Nursing

MSICU/Intermediate Care

Tabitha Broderick - CCRN

Yolanda Jahan – PCCN

Nicole Generales – Palliative Care Certification

Katarzyna Iwanowicz – PCCN

Gina Trovato – Palliative Care Certification

Kate Orban – PCCN

Nursing Resource Unit

Maryna Astashka - Med/Surg Certification

Claudia Rodriguez - Oncology Certification

IV Team

Jayita Ray – CRNI

Cynthia Smith – Certificated Vascular Access

Performance Management

Jacquie Hyland – CPHQ

Jessie Riemer - CPHQ

Nursing Resource Unit

Maryna Astashka - Med/Surg Certification

Claudia Rodriguez - Oncology Certification

IV Team

Jayita Ray – CRNI

Cynthia Smith – Certificated Vascular Access

Performance Management

Jacquie Hyland – CPHQ

Jessie Riemer - CPHQ

ASU

Noeme Gaynor – Certified Ambulatory Peri Anesthesia

PACU

Jacklyn Essex – Certified Peri Anesthesia Nurse

Surgery

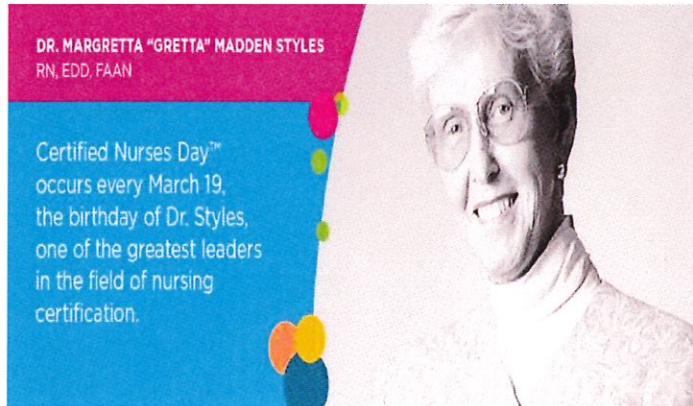
Kat Ogden – Med/Surg Certification

L&D

Andrea DiCanio – Inpatient OB

Jackie Licare – Inpatient OB

Abby Brigham - EFM



DAISY Award

The DAISY Award recognizes extraordinary nurses who make a difference with the super-human work they do for patients and families every day. The following nurse was honored with the Daisy Award:

Vigi Cherian BSN, RN, Medicine was honored with a DAISY award for providing exceptional care. Cherian was admired for her unwavering “kindness, efficiency and work ethic.” Cherian was nominated by Maria Barreto, who was moved by the care her father received and said “It’s not just about completing tasks and checking off a list of what needs to be accomplished. It’s about feeling cared for and comforted when completing these tasks that made all the difference.”



DAISY Award winner Vigi Cherian, RN, Medicine B, celebrates with Erika Tubridy, RN, Barbara Leafe, RN, Anna Cerra, RN, DNP and Norm Roth. (From on call March 2019)

April 2018

Shared Governance

As part of the Magnet Journey, Greenwich Hospital continues to participate in Nursing Shared Governance which empowers nurses to engage in an active role of their practice.

Sustaining shared governance – a new challenge

On April 24, 2018 Tim Porter-O’Grady APRN, FAAN presented “Secret Sauce for Shared Success: 5 Principles for Sustainability.” The focus of the presentation was on how Greenwich Hospital and Yale New Haven Health – which have effective and active shared/professional governance councils – are able to maintain the energy and effort. Porter spoke to 100 people in the Noble and another 75 participants viewed the live-stream event. Meredith Kazer, dean of the Fairfield University School of Nursing, along with faculty, also attended. Shared governance empowers all nurses –including clinical nurses – to contribute their expertise and knowledge to inform decisions that directly impact their professional and patient outcomes.

May 2018

Nursing Recognition at Greenwich Hospital

Helen Meehan Award

The Helen Meehan award is given each year to nurse who demonstrates excellence in nursing practice, teaching and leadership

Dawn Schupp, RN Intermediate Care/MSICU - a Greenwich Hospital nurse for over 30 years – was honored with the Helen Meehan Award for Excellence in Nursing as part of the hospital’s annual ceremony to mark national Nurses Week. Schupp was praised for her commitment to Greenwich hospital, our staff and our patients. She is noted to go above and beyond to help her colleagues and facilitate a patient’s needs. Schupp was also recognized for helping patients maintain a sense of dignity and comfort during end of life care.

Nurses Week 2018

Nurse’s week Activities included:

May 7, 2018 Guided imagery, meditation

May 8, 2018 Blessing of the hands

May 9th, 2018 Nurses day awards ceremony

May 10th, 2018 Slow flow yoga

May 11th, 2018 Healing Touch

Clinical Resource Nurse Advancement May 2018

Tim O’Keefe, MSN, RN-BC (Nursing Resource Unit)

Liz Barbarita, RN-BC (Medical Oncology)

Antoinette Kudrenecky, RN-BC (Surgery)

Mary Kay Rotante, RN-BC (Surgery)

Greenwich Hospital Team receives award at inaugural Safety, Quality and Experience Conference

More than 225 employee teams submitted abstracts to the 2018 Safety, Quality and Experience Conference held May 31. The winning Greenwich Hospital Patient Safety category team submitted *Reducing the Rate of Immediate Use Steam Sterilization (IUSS) in GH Operating Rooms* aimed at reducing IUSS events. Staff from the OR, Sterile Processing and Infection

Prevention teamed up with clinical supply chain to review instrumentation needed for the upcoming week, assessed instruments routinely processed and developed an IUSS policy. They also reinforced vendor guidelines and developed IUSS staff education. As a result, the rate of decreased from 5 percent to below one percent consistently.

June 2018

Patient-centered care

For the fifth consecutive year, Greenwich Hospital has received the 2018 Women's Choice Award as one of America's Best Breast Centers. "We believe every woman deserves the finest breast care," said Barbara Ward, MD, medical director of the Breast Center at the Smilow Cancer Hospital's Greenwich Hospital Campus. "Our team is committed to providing state-of-the-art cancer care in a compassionate setting that addresses both the physical and emotional needs of our patients." The Women's Choice Award is given to breast centers that have met the high standards of the National Accreditation Program for Breast Centers and carry the Breast Imaging Center of Excellence seal from the American College of Radiology.

Marian Nowak Award

The Marian Nowak Award, established in 1990 in memory of Marian Nowak. Marian was a Holocaust survivor and a Greenwich employee for 41 years who exemplified the qualities of hard work, kindness, friendship, loyalty and humility, according to the hospital.

Helene Kimmons, RN has worked for nearly 30 years in the field of nursing — intensive care, post-acute care and, most recently, in ambulatory surgery, post-operative care and pain management.

Her dedication and commitment have been rewarded with being named the Employee of the Year at Greenwich Hospital with the Marian Nowak Award.

July 2018

Oncology nursing fellowship program graduation

Fairfield University nursing students Brittany Fasanelli and Emily Etchegary graduated from the Susan D. Flynn Oncology Nursing Fellowship Program at Greenwich Hospital. The two students are among 33 oncology nursing Flynn Fellows at 13 leading hospitals nationwide to graduate this year. The fellowship program was piloted at GH in 2014. "This graduation showcases the high caliber of students who are attracted to the fellowship program along with Greenwich Hospital's commitment to the field of oncology nursing," said Frederick C. Flynn Jr., who founded the fellowship program in 2014 in memory of his late wife. He started the program after being inspired by his experience with GH's Palliative Care team.

September 2018

Nursing uniforms find new homes

People worldwide benefitted from the generosity of GH nurses, who donated close to 2,000 gently used dark green uniforms as the hospital moves to blue uniforms. The uniforms were donated to Chimborazo Province in Ecuador through the FIBUSPAM organization; Jamaica through JahJah.org; and a church in Mount Kisco, NY. "Our Greenwich Hospital family has been so supportive in helping to keep our old greens out of the landfill and into the hands of people who could use them," said Debra Romaniello, RN, Maternity, who spearheaded the effort with Melanie Armstrong, RN, PACU.



Debra Romaniello, RN, Melanie Armstrong, RN and Paul Martel, MD, of FIBUSPAM.

October 2018

ANCC National Magnet Conference

In October 2018, The American Nurse Credentialing Center (ANCC) National Magnet Conference, was held in Denver Colorado. More than 11,000 nurses and nursing executives, representing many countries, gathered to learn best practices of nursing. The Magnet Conference is the official annual conference of the prestigious Magnet

Recognition Program, celebration of accomplishment for newly designated Magnet organization and a showcase of best nursing practices for the Magnet community. Ten nurses and one VP attended the conference.



Daisy Award

Carol Ann Doherty, BSN, RNC was honored with a DAISY Award in October 2018 for the care she provided to a young patient who was admitted with metastatic ovarian cancer and underwent multiple abdominal surgeries. She and husband moved from another country 5 years prior and had no family here in the United States. Due to the extent of her surgeries she spent several months with us. The patient's husband said "Thinking of all the smiles you gave to her, sweet stories, photos, walks in the garden, and big hugs you shared with her, I honestly believe that you made a huge difference in her life and I am so grateful that our paths crossed".



December 2018

Greenwich Hospital Earns Top Excellence Award

Greenwich Hospital received the 2018 Guardian of Excellence Award for Outpatient Services from Press Ganey, which is the nation's leader in measuring the patient

experience. That means GH's Outpatient Department –which consists of 37 individual departments – consistently performed in the top 5% nationwide for an entire year! “Maintaining this level of excellence reflects our ongoing commitment to deliver outstanding care and service every day,” said Norman Roth, president/CEO. “This award is a testament to the hard work and dedication of employees, physicians and volunteers from all corners of our organization,” said Debi D’Alba, Patient and Guest Relations specialist. The award was presented at the Press Ganey National Client Conference in Florida.

2018 Council updates

The hospital established the Diversity & Inclusion Council with 20 multidisciplinary members.

The Patient Family Advisory Council celebrated its first year.

Nursing shared governance implemented programs to support nurse resiliency.

The Alignment of Nursing Shared Governance House-Wide Councils: In an effort to increase standardization as well as sharing of knowledge and ideas, YNHH will align all house-wide shared governance council meetings in 2018.

**2018 Greenwich Hospital
Nursing Shared Governance Schedule**

Council Meetings held on Wednesday from 10am-12pm in Cos Cob conference room

WEEK 1	WEEK 2	WEEK 3	WEEK 4
Practice Excellence Council	Professional Development Council	Quality & Safety Council	Healing Environment
10am-12pm Cos Cob conference room	10am-12pm Cos Cob conference room	10am-12pm Cos Cob conference room	10am-12pm Cos Cob conference room

WEEK 3 - THURSDAY
Coordinating Council
 9:30am-11am
 Hyde Conference room